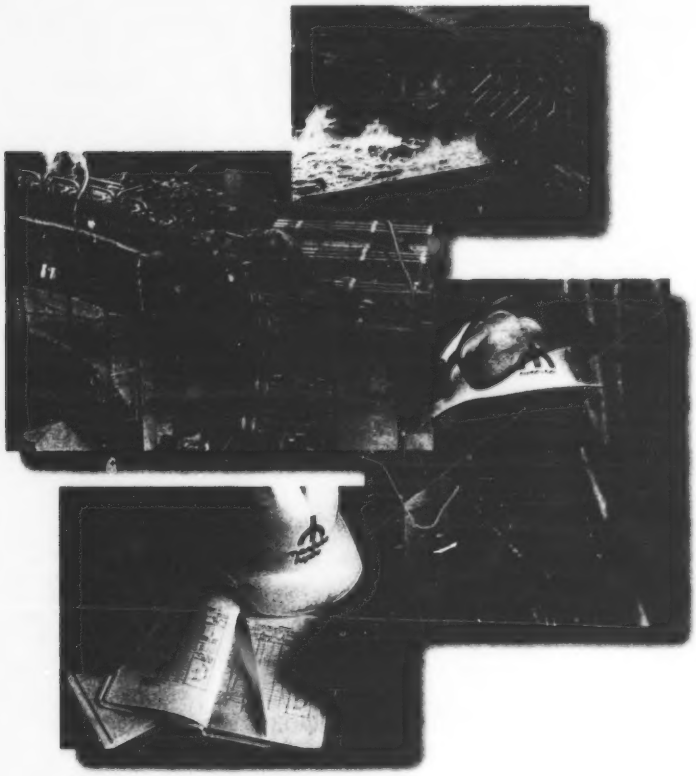
Proposed Purchasing, Employment and Training Policies for Northern Projects



September, 1991

manitoba hydro

A Message from the President

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Construction of future major projects will generate numerous employment and business opportunities in northern Manitoba. Manitoba Hydro is committed to making a concerted effort to maximize opportunities for northern aboriginals, other northerners and Manitobans generally, with particular emphasis on northern aboriginal residents and businesses.

During the past year, Manitoba Hydro has been working hard to review its experience in involving northerners and northern aboriginals in project opportunities. We have endeavoured to find ways of increasing the level of participation. Our ideas towards achieving this goal are presented in this document.

Manitoba Hydro realizes that it cannot possibly understand all of the special circumstances and aspirations of northerners and northern aboriginals. At the same time, we recognize that if our northern employment and business policies are to be successful, they must be sensitive to these considerations. As such, your comments and views on the ideas in this document, and any suggestions for improvement would be valued. We will consider them in producing our final version of training, employment and purchasing policies for the northern works.

Members of Manitoba Hydro staff are planning to visit your community to consult on these draft policies.

Sincerely,

Bob Brennan

Robert B. Brennan
President and Chief Executive Officer

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Background and Introduction

The Project

Manitoba Hydro is about to embark on another major northern project: construction of the Conawapa Generating Station and related facilities. The project is subject to obtaining environmental licenses that involves an extensive public review as part of the environmental assessment process. The northern portion of the $5.7 billion Conawapa Complex has three key components related to its installations in northern Manitoba:

- Construction of the 1390 megawatt hydro-electric station downstream of the soon-to-be-completed Limestone Generating Station on the Nelson River in northern Manitoba. Conawapa is scheduled to be in service in 2001 with construction expected to occur between 1993 and 2003.
- Expansion of the Henday converter station near Gillam, is necessary to coincide with the hydro-electric station to accommodate increased power supplied by Conawapa. The converter station transforms AC power to DC power which is more efficient for transmission over long distances.
- Construction of a major transmission line to convey additional power to southern markets. This is known as the Henday-Riel or Bipole III transmission line. This transmission line will be built between 1996 and 2000. (The location for this line has not yet been selected, and is part of an ongoing site-selection and environmental-assessment program.)

The Importance of Purchasing and Labour Force Activities for Project Success

Important considerations to ensure all parts of the project are realized include:

- Purchasing the necessary products, materials and services to put all the needed facilities in place on time.
- Employing a suitably-trained work force to carry out the required activities. For Conawapa, the labour force is expected to peak at 1,500 workers during the summer work period for the three years 1997-99. For the Bipole III component, the labour force will peak around 600 in the winter of 1998/99.

Manitoba Hydro therefore places particular emphasis on activities related to purchasing the needed services and materials, as well as hiring and training the required labour force to carry out the projects.

The Need to Establish Policies

Development of policies relating to these areas is an important early step in Hydro's long-term planning process. The policies will establish common rules for application to all parties interested in participating in the projects.

Past Policy Review Used in Developing New Policies

To provide a foundation for these new policies, Manitoba Hydro conducted a review of existing purchasing, training and employment policies. Those applying to construction of the Limestone Generating Station were of particular interest, since that project was of comparable scale and complexity to the upcoming northern projects. The draft policies are designed to build on past experience.

Public Consultation to Provide Input to Final Policies

Manitoba Hydro is consulting with interested groups in northern Manitoba about the proposed policies before they are finalized. Comments and feedback are being solicited from representatives of northern communities, aboriginal organizations, and economic development organizations. These will be considered by the Corporation in developing the final version of the policies. The consultation process is expected to conclude by December 1991 with final policies developed by early 1992.

An Opportunity for Northern and Northern-Aboriginal Participation

Manitoba Hydro's northern projects are intended to provide the maximum overall benefits to the Manitoba economy and Manitobans. At the same time Manitoba Hydro recognizes that such projects should provide as many direct benefits as possible to the residents and the economy of the north where those projects are occurring.

The proposed policies outlined here place particular emphasis on involving northern aboriginals in Hydro work. Northern aboriginal training and employment initiatives are a high priority. Hydro also recognizes the desire of aboriginal people to have increased participation in business opportunities.

Hydro is also committed to providing benefits to other northern residents, communities and business enterprises.

Objectives for Purchasing, Employment and Training Initiatives

The proposed policies outlined in this document are all designed to support the following broad objectives:

- To direct the training, employment and purchasing activities, resulting from construction of the northern components of the Conawapa hydro-electric development project and its related facilities, towards encouraging maximum business participation by all Manitobans, with special consideration for northern aboriginals and other northern residents.
- To give preference for project training, employment and purchasing opportunities first to northern aboriginal residents and businesses, second to other northern-based residents and businesses and third to other Manitoba residents and businesses.

In pursuing its northern energy development projects, Manitoba Hydro is committed to making a concerted effort to provide maximum opportunities for northern aboriginals, other northerners and Manitobans generally, with particular emphasis on northern aboriginal residents and businesses.

Scope of this Document

This document outlines draft purchasing, training and employment policies being considered by Manitoba Hydro to enhance northern-aboriginal and northern participation in its future development projects in northern Manitoba. These proposed policies pertain to four areas:

- Construction of the Conawapa generating station;
- Expansion of the Henday Converter Station;
- Construction of the Bipole III transmission line and related facilities; and
- Other ongoing construction and maintenance work in the north.

The draft policies are presented in four sections reflecting respective areas of responsibility for policy development within Manitoba Hydro:

- Purchasing for northern construction and operation activities;
- Training and employment for construction of the Conawapa generating station and the Henday station expansion;
- Training and employment for the Bipole III transmission line; and
- Training and employment for northern operations and maintenance work at existing facilities.

The document deals exclusively with measures that can be implemented by Manitoba Hydro. Areas predominantly the responsibility of provincial and federal agencies, such as pre-employment training, are not covered. Manitoba Hydro is currently a participant with the two levels of government in developing policies in these areas.

Purchasing Policies

Manitoba Hydro's proposed purchasing policies are designed to promote maximum business opportunities for all Manitobans with special consideration for northern aboriginals and other northern businesses in projects occurring within Manitoba's Department of Northern Affairs boundary. These policies would be applied to all corporate activity scheduled to occur in northern Manitoba.

Specific initiatives have been taken to accommodate and strengthen northern-aboriginal business participation in Hydro projects. These include:

- Providing for greater use of negotiated contracts;
- Setting aside contract opportunities exclusively for northern aboriginal businesses; and
- Encouraging joint ventures between aboriginal and non-aboriginal businesses.

In addition, the policies provide for other special efforts to support northern and northern aboriginal businesses.

The new policies would take effect well in advance of tendering work for construction of Conawapa and the Bipole III transmission line. This is designed to allow sufficient time for northern and aboriginal businesses to prepare themselves to participate in the available opportunities.

Definition of Terms

To assist readers, the following definitions are provided that relate to the proposed policies discussed here:

Manitoba Business is defined as a business that is registered to do business in the Province of Manitoba and the firm or its principals maintain their facilities, equipment and staff in Manitoba on a continuous basis.

Northern Business is defined as a business located within the province's Northern Affairs boundary.

Northern Aboriginal Business or *Northern Aboriginal Joint Venture* is defined as a business that is at least 50% owned by (an) aboriginal resident(s) or organization(s) and is based in, or whose owner lives within, the Northern Affairs boundary.

Purchasing Priorities

With all factors considered, the proposed purchasing policy gives priority to participants in the following order:

1. Northern aboriginal businesses
2. Other northern businesses
3. Other Manitoba businesses
4. Canadian businesses

Provisions for Manitoba Businesses

Under the proposed purchasing policies, priority would be given to providing opportunities to Manitoba business before benefits go outside the province:

- Information on purchasing and upcoming contracts would be provided to Manitoba businesses, sufficiently early to provide adequate preparation time for bidding.
- Contracts would be packaged or "scoped,"* where feasible to provide access to Manitoba businesses.
- Tendering methods would encourage Manitoba business participation through Manitoba content provisions.

* *"Scoping" refers to the process of breaking the work down into smaller pieces, making it easier for smaller businesses to participate.*

Dark shaded area indicates portion of province within the Northern Affairs boundary where purchasing policies outlined in this document will apply.

Special Provisions for All Northern Businesses

Under the proposed policies, all northern Manitoba businesses, including northern aboriginal businesses, would be provided with the following:

- Information on purchasing policies and upcoming contracts would be provided early enough to allow adequate preparation time.
- Contracts would be packaged or "scoped" where feasible to make them more compatible with capabilities of northern aboriginal and other northern businesses.
- Tendering methods would encourage northern aboriginal and northern Manitoba content.
- Tender calls may be restricted to northern Manitoba businesses where such businesses are known to be capable of performing the work.

Special Provisions for Northern Aboriginal Businesses

In addition to the northern business provisions, northern aboriginal businesses would be provided with the same forms of assistance available to all northern businesses, as well as a number of additional provisions, as listed below:

- Some contract opportunities would be "set aside" exclusively for northern aboriginal businesses. This would be done early enough to allow businesses to plan and organize for the work, and would be applicable where the contracts provide for substantial aboriginal employment and training. The three key criteria in this provision are price, quality and ability to meet schedule requirements.
- Contracts which have been "set aside" would either be negotiated with local northern aboriginal businesses, or through a negotiated or restricted tendering process with other existing northern aboriginal businesses. Consideration would be given to businesses located in the vicinity of the project when identifying candidates for "set aside" opportunities.
- Manitoba Hydro would visit northern communities to assess the capabilities of northern aboriginal businesses.
- Manitoba Hydro would offer technical support to northern aboriginal businesses as required to assist in clarifying the business processes.
- Manitoba Hydro would support existing or specially created joint ventures involving northern aboriginal businesses and qualified non-aboriginal (preferably Manitoba) businesses. This is intended to broaden access to contracts and to provide for skill transfer.
- Manitoba Hydro may waive bid and performance bonding for northern aboriginal businesses.
- Manitoba Hydro would cooperate with government agencies in order to promote the longer-term viability of northern aboriginal businesses.
- Manitoba Hydro would participate in associations organized to foster the development of management skills among aboriginal business people, and to neutralize barriers to aboriginal participation in business opportunities arising from Manitoba Hydro activities.

In addition to the above, where negotiated contracts exist with northern aboriginal businesses which are 100% owned by northern aboriginals, these businesses can recruit employees without going through Employment and Immigration Canada (EIC) as long as these employees are northern aboriginals. This would enable the aboriginal contractor to hire people from a local community or region before hiring others.

The proposed purchasing policies also address Manitoba content and benefits to the Manitoba economy through the tendering process, including provisions that give preference to northern aboriginal, other northern and other Manitoba businesses.

Manitoba Hydro would make a concerted effort to obtain benefits for the province, through Manitoba content provisions, from contracts awarded to out-of-province businesses.

Manitoba Hydro would assess the benefits of bids in terms of their value to the provincial economy. In evaluating bids, consideration would be given to the extent of northern aboriginal content, other northern Manitoba content, and other Manitoba content.

All bidders would be required to identify names and locations of proposed sub-contractors and suppliers. Where northern aboriginal, other northern or other Manitoba businesses have bid as a sub trade or supplier, but have not been selected as part of the bid because of their higher costs, the bid must identify the additional costs associated with using these suppliers or subcontractors.

Manitoba Hydro may then require the bidder to use the alternative northern aboriginal, other northern, or other Manitoba suppliers at the additional price indicated.

Those submitting bids would be required to identify all aspects of the work that would be done or supplied by northern aboriginal, northern or Manitoba sources, as well as the bidder's own purchasing policies to be followed in carrying out the contract work.

Manitoba Hydro would monitor all contracted northern aboriginal, northern, and Manitoba content for compliance to the original bid.

Summary of Special Purchasing Policies Applying to Northern Aboriginal, Northern, and Manitoba Businesses

Early Provision of Information	✓	✓	✓
"Scoping" of Contracts	✓	✓	✓
Tenders Encourage Manitoba Content	✓	✓	✓
Tenders Encourage Northern Content	✓	✓	
Tenders Encourage Northern Aboriginal Content	✓		
Restricted Tender Calls	✓	✓	
Contracts "Set Aside"	✓		
Negotiated Contracts	✓		
Familiarization Visits	✓		
Technical & Business Support	✓		
Support for Joint Ventures	✓		
Waive Bid & Performance Bonds	✓		
Coordinate Capital Projects	✓		
Support Northern Aboriginal Business Development	✓		

Employment and Training Policies: Northern Construction Projects

The training and employment requirements for Manitoba Hydro's northern construction projects fall into two groups due to the differing nature of the work required. These groups are:

- Construction of the Conawapa generating station and related facilities on the Nelson River; and
- Construction of the Bipole III transmission line.

The employment and training requirements and labour conditions for Conawapa are most similar to the soon-to-be-completed Limestone project. The Limestone experience can serve as a guide for developing policies for Conawapa as well as providing a benchmark to measure changes and improvements.

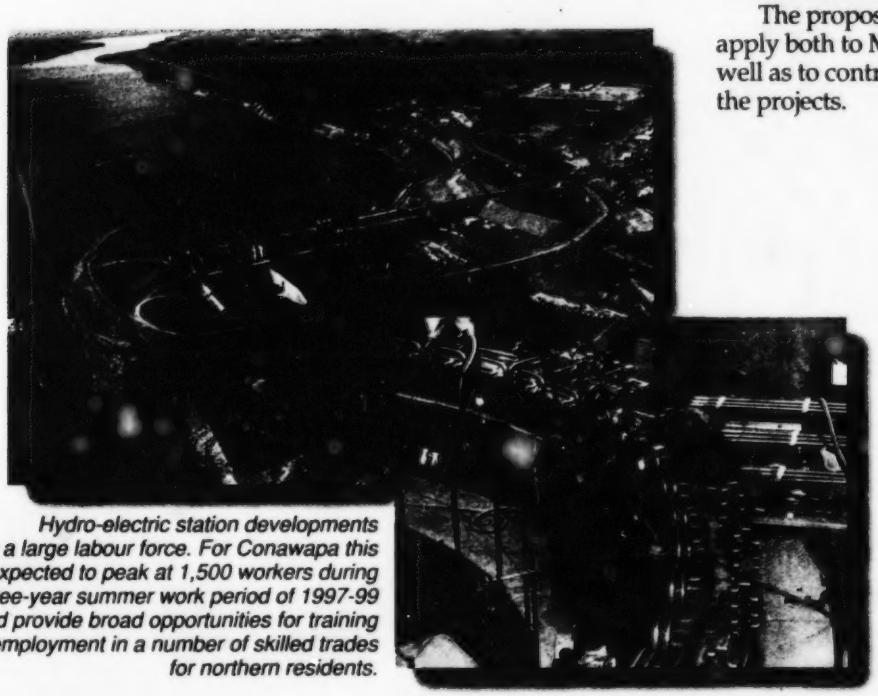
Projects like Conawapa have a considerable skilled-labour content which is governed by collective agreements with various trades. The Burntwood/Nelson Collective Agreement, signed in 1989 to cover contracted construction work, will govern Conawapa construction and Henday Converter Station expansion.

Construction of a long-distance transmission line, such as the Bipole III line, is a much different process than the more-intensive and localized construction of a power station. For this reason, development of new and appropriate policies is necessary to govern employment of northern and aboriginal people for the Bipole III line.

The labour conditions for the Bipole III project have not yet been determined. As a result, proposed policies for the Bipole III transmission line will also address related labour conditions.

Because of differences between these two types of construction projects, proposed policies related to each are presented separately in this document.

The proposed policies would apply both to Manitoba Hydro as well as to contractors engaged for the projects.



Hydro-electric station developments require a large labour force. For Conawapa this is expected to peak at 1,500 workers during the three-year summer work period of 1997-99 and provide broad opportunities for training and employment in a number of skilled trades for northern residents.

Manitoba Hydro's proposed policies governing employment and training for Conawapa power station construction and Henday converter station expansion evolved from the Corporation's experience with the Limestone project. Although Limestone achieved considerable success in employment and training of northern aboriginal people (approximately 20% of available Limestone employment went to northern aboriginal people), Manitoba Hydro has identified a need to focus more training efforts in skilled-trade areas, where Limestone's employment goals for northern aboriginals were not achieved. That experience highlighted a need for both continued pre-employment training and support services for northern aboriginal workers in order to achieve longer-term employment in the more skilled occupations.

The Conawapa project is governed by the Burntwood/Nelson Collective Agreement, which has been negotiated in advance of project commencement, to cover labour and employment conditions for the project. A summary of the main provisions of the agreement is shown below. This agreement is similar to one that governed the Limestone project. It contains special preference provisions related to job referral, hiring and layoff of northern aboriginal workers. Northern aboriginal employment goals are set for each trade in percentage terms.

In the agreement, specific job-referral preferences are also provided for other northern residents, who are defined as individuals that have lived in the north for at least five years in total, and for the immediate six months preceding application for employment. These and other provisions are detailed in Letter of Agreement No. 1 which forms part of the Burntwood/Nelson Collective Agreement.

The proposed Conawapa employment and training policies discussed on the following pages address areas not dealt with in the collective agreement.

Summary of Burntwood/Nelson Collective Agreement Related to Northern Aboriginal and Northern Employment

- Aboriginal employment goals are set separately for each trade.
- Aboriginal employment would be measured monthly and assessed quarterly.
- When goals are not reached in a given trade, the following order of hiring must be followed for the next three months:

1. Northern aboriginals
2. Other northern residents who are union members
3. Other northern residents who are not union members
4. Other Manitobans

- When goals are not reached in a given trade, the following order of layoffs must be followed:

1. Non-residents of Manitoba
2. Manitoba residents who didn't live in the north at the time of hiring
3. Northern residents who are not aboriginal
4. Northern aboriginals

- All contractors are required to register job orders through Employment and Immigration Canada except for northern aboriginal businesses which are 100% owned by northern aboriginals and which have been awarded non-tendered, direct contracts. These northern aboriginal businesses can waive this requirement so long as they employ only northern aboriginal employees.
- Northern aboriginal apprentices and trainees who are laid off and are registered with EIC shall be referred for job openings before any other northern residents who have worked on the project.
- Laid-off northern residents who are apprentices and who are union members may move out of the north for up to six months to obtain training without losing their designation as northern residents.
- A Union/Management Northern Resident Employment Committee will continue to monitor the participation of northern residents in employment and to review goals and special measures for northern aboriginal employment and training.

The policy proposals discussed here are summarized from the interim report of the Manitoba Hydro Committee on Employment and Training for Major Northern Projects. The committee's recommendations will be finalized following a public consultation program.

These policies pertain exclusively to construction of the Conawapa generating station and the expansion of the Henday converter station also located on the Nelson River. They cover four areas:

- On-the-job training initiatives;
- Employee counselling provisions;
- Conditions specifically applicable to Manitoba Hydro employees; and
- Requirements for consultation and committee structures.

On-the-Job Training Initiatives

- On-the-job training would focus on the following trades:

Designated Apprenticeship Trades

- Heavy Duty Mechanics
- Carpenters
- Millwrights
- Electricians
- Pipefitters

Non-Designated Trades

- Iron Workers
- Rebar Workers
- Operating Engineers
- Teamsters — off-highway haulers
- Drillers and those involved in Grouting Operations

Employee Counselling Provisions

- Manitoba Hydro would insert provisions into the major contracts for Conawapa, requiring the successful tenderer to employ a personnel specialist whose principal duties would relate to the hiring, training and retention of northern aboriginal employees hired by that contractor.
- Manitoba Hydro would hire and employ counsellors who would provide on-site counselling services in such areas as orientation to the camp environment, family management, money management, alcohol and drug abuse, and academic support.

Heavy equipment operation and maintenance represent some of the varied skills that development of Conawapa will require.

Conditions Specifically Applicable to Manitoba Hydro Employees

- A global goal of 25% aboriginal participation would be set for direct employees of Manitoba Hydro on the Conawapa and Henday Expansion projects.
- Manitoba Hydro, after exhausting internal posting requirements, would request Employment and Immigration Canada to refer candidates for job vacancies.
- Manitoba Hydro would attempt, through the collective bargaining process, to modify the terms and conditions of the International Brotherhood of Electrical Workers (I.B.E.W.) collective agreement for northern projects so that a laid-off employee cannot displace an aboriginal employee on these projects.
- Manitoba Hydro would explore the possibility of entering into a cooperative education program with one or more of the community colleges. The program would provide employment for northern aboriginal residents from April to October, and provide training at the community college(s) during the winter, leading to a technology diploma after three years rather than the usual two-year period.

Recommendations for Consultation and Committee Structure

- Manitoba Hydro is recommending that a formal committee be established, made up of appropriate Manitoba Hydro vice-presidents, representatives from a new aboriginal advisory organization proposed by Manitoba Hydro and representatives from the Hydro Projects Management Association. This committee would meet at least semi-annually to review employment and training issues related to Manitoba Hydro projects. If established, responsibilities for consulting with northern aboriginal groups would be transferred to this new committee from the Northern Resident Employment Committee created under the Burntwood/Nelson Collective Agreement.

Proposed Policies for the Bipole III Transmission Line

The Bipole III transmission complex consists of a number of components, the most important being the Bipole III transmission line and the Riel converter station near Winnipeg. Most of the Bipole III line will be located in northern Manitoba and will extend from the Nelson River to Winnipeg over a distance of approximately 850 kilometres. Other components of the Bipole III complex will be located in southern Manitoba, and will not be close to any aboriginal communities. As such, policies pertaining to northern and aboriginal employment and training will focus only on the transmission line itself.

Construction is scheduled for the winters of 1996-97 through 1999-2000, and is expected to proceed from north to south in six segments. Each segment will take two winters to complete, with right-of-way clearing occurring during the first winter and line construction during the second winter. For a line located east of Lake Winnipeg, five of the six segments will be located north of the Winnipeg River.

A shortage of experienced journeymen linemen is expected. The supply of transmission-line construction workers has been decreasing in Manitoba since the late 1970s when the last major transmission line was built in the province. This projected shortage presents an opportunity for northern aboriginal residents to take advantage of training opportunities and develop skills in this trade.

The following policy proposals are summarized from the interim report of the Manitoba Hydro Task Force on Employment, Training and Labour Conditions for the Bipole III Transmission Line and Riel Station. The recommendations of this committee will be finalized following a public consultation program.

Installation of the 850-kilometre Bipole III, direct-current transmission line will carry Conawapa power to southern markets and will comprise a major part of construction activity in northern Manitoba where these proposed policies will apply.

Hiring Preferences and Goals

- Within the "employment preference zone" described below, contractors and Manitoba Hydro would give first preference in hiring to qualified northern aboriginals, and second preference to other qualified northern residents. These preference provisions would not apply to management and supervisory positions above the rank of foreman.
- The "employment preference zone" would be the same as that set out in the Burntwood/Nelson Agreement, except for the following:
  - For a transmission line located east of Lake Winnipeg, all of Fort Alexander Reserve would be included.
- Definitions of *Northern Aboriginal* and *Northern Resident* would be the same as identified in the Burntwood/Nelson Agreement.

  In the agreement, *Northern Aboriginal* means a Status Indian, Metis, Non-Status Indian or Inuit who has resided in the employment preference zone for:

  - A period of five years or more cumulatively; and
  - A period of six consecutive months, or more, immediately prior to being referred for employment or re-employment.

  Northern Resident means a person who has resided in the employment preference zone for:

  - A period of five-years or more cumulatively; and
  - A period of six consecutive months or more, immediately prior to being referred for employment or re-employment.
- Manitoba Hydro would establish a global goal that 30% of employment on the project, as measured in amount of time worked, be performed by northern aboriginal workers. This goal would be used to shape programs for achieving northern aboriginal employment, and would provide a benchmark for evaluating performance. The goal would be applied as follows:
  - It would apply to all contractor and Manitoba Hydro employees except for management and supervisory positions above the rank of foreman.
  - It would be measured as a percentage of work time (person-days of employment) rather than as a percentage of individuals hired.
  - It would remain operational at all times, and hence higher levels of northern aboriginal employment would continually be pursued to the extent practical.

Consideration of Local Residents

- In order to provide effective preference for people residing in the vicinity of the work, without creating another layer of hiring preference, it is proposed they be given first preference in accessing pre-employment training. Contractors would then be required to use successful completion of pre-employment training as a qualification for filling entry-level and on-the-job training positions.

Referral and Recruitment

- A formal job order and referral system would be implemented by a central agency to recruit all project workers, and contractors would be required to refer their job orders to this agency. Manitoba Hydro would approach Employment and Immigration Canada (EIC) to enter into an agreement where EIC would perform this role, and would incorporate the hiring preferences and definitions identified above. EIC would be encouraged to use aboriginal workers to operate this service.
- Northern aboriginal businesses which obtain project contracts would not be required to recruit through EIC as long as they are only hiring northern aboriginal employees. They would be required, however, to report on the level of northern and aboriginal employment. If northern aboriginal participation falls below a prescribed level, they would provide a plan to Manitoba Hydro showing how they would increase northern aboriginal employment.

On-the-Job Training

- Construction contractors and Manitoba Hydro would be required to provide structured on-the-job training programs which enable workers to progress from entry-level positions to Lineman or Inspector classifications. Preference for on-the-job training positions would be given to graduates of pre-employment training programs.

Reporting Requirements

- Construction contractors would be required to report the percentage of aboriginal employment immediately at the end of each month.
- Manitoba Hydro, with respect to its own employees, would also report its success in achieving northern aboriginal employment targets on a monthly basis, and where the target is not being met, Manitoba Hydro would prepare a plan of action to reach the goal.

Collective Agreement

- Manitoba Hydro would negotiate a collective agreement covering the construction work; however, clearing work would be excluded. This proposed agreement would include no-strike, no-lockout provisions, as well as hiring preferences, goals, and referral-agency provisions as described above.
- For work on the Bipole III line, Manitoba Hydro would seek a waiver to the recall provisions in its existing collective agreement for I.B.E.W. Local 2034 so that northern aboriginal and other northern residents can be hired before workers on lay-off are recalled.

Bipole III will be similar in design and construction to Hydro's two in-place direct-current transmission lines that supply power from Manitoba's existing northern power stations.

Employment and Training Policies: Operation and Maintenance

In addition to the committees which dealt with construction-project employment, another group, the Manitoba Hydro Task Force on Employment and Training for Internal Operations and Maintenance, has prepared an initial report and recommendations for review by, and in consultation with, interested parties within and outside of Manitoba Hydro.

The task force proposed a number of steps to foster career opportunities for northern and especially northern aboriginal residents. The major proposals are:

- Manitoba Hydro would establish an Educational Awards Program for aboriginal students, to assist them in obtaining post-secondary education relevant to the electrical-utility business, and to help increase the number of aboriginal professionals working within Manitoba Hydro.
- Manitoba Hydro would work with existing high schools and community colleges to develop and deliver academic upgrading and life skills training to prepare aboriginal students for entry-level and apprenticeship positions within Manitoba Hydro.
- Manitoba Hydro would extend its existing "Student Summer Work Experience Program" to include all of the Corporation's Eastern Region and Production Division.
- Manitoba Hydro would consider establishing a "Student Work Experience Program" that would operate during the academic year, rather than only in the summer, providing half-day, on-the-job training for students for periods of three months at a time.
- Manitoba Hydro would re-establish the "Native Training and Employment Programs," implemented by Production Division at Jenpeg and Thompson during the 1980s, in order to prepare aboriginal trainees for entry into apprenticeship and other entry-level positions.
- Manitoba Hydro would continue to promote cultural awareness programs for its employees and make the programs available throughout the Corporation.
- Manitoba Hydro would coordinate its pre-apprenticeship aboriginal training activities with those of other major northern employers.
- Manitoba Hydro would develop a two-year internship program targeted for aboriginal business graduates, through which "mentors" would provide on-the-job training, coaching and counselling to interns.
- Manitoba Hydro would review existing pre-employment testing practices to ensure they serve as valid predictors of job performance, and do not present an unwarranted barrier to aboriginal employment.
- Manitoba Hydro would establish an educational team for the purpose of informing students in Grades 7 to 12 about employment opportunities and prerequisites required for employment at Manitoba Hydro.

Longer-term employment will also be available for operating and maintaining Manitoba Hydro's extensive northern installations. These will provide northern residents with opportunities for challenging and rewarding jobs.

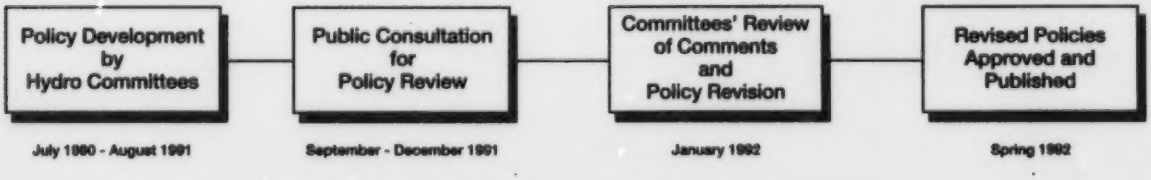
The Next Steps

The proposed policies in this document were developed by a number of Manitoba Hydro committees within the past year. They were brought together here as part of a broader public consultation process to review the policies and seek comment before they are finalized.

Following a series of consultation meetings scheduled for this fall in northern communities, the comments and concerns provided will be reviewed by the respective committees. Revisions to policies will be made where possible. Policies will be finalized early in 1992, and published in the spring of 1992.

Comments on these policies are requested by December 15, 1991 to be considered as part of this review.

Information gathered at a series of consultation meetings in northern communities will be used in reviewing and revising these proposed policies before they are adopted and implemented.


Policy Development by Hydro Committees
July 1990 - August 1991
Public Consultation for Policy Review
September - December 1991
Committees' Review of Comments and Policy Revision
January 1992
Revised Policies Approved and Published
Spring 1992